

# ORGANIZATIONAL MOTIVATION: A SOCIO EMOTIONAL ENGAGEMENT PATHWAY FOR INTER-GENERATIONAL INTEGRATION

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## ABSTRACT

A socio-emotional regulatory intersection between elder and younger individuals across their career-span in an organization offer insight into inter-generational motivational differences. When applied through an organizational hierarchy of needs framework a combined psychological pathway of organizational motivation (OM); and return on investment (ROI) can explain aspects of an individual's organizational engagement. This quantitative study of 199 College of Organizational Psychologist members supports OM as an intermediary between ROI and three deliverance levels of organizational engagement (vision, mission and goals). This study shows socio-emotional regulation (in an organizational context) and OM (as a hierarchical engagement tool) as conjointly influencing OM so that individuals can better bridge inter-generational gaps. Further, an OM approach used strategically when attracting employees with talent, when developing talent, and when integrating generations can add to the organization's competitive position.

**Keywords:** Social identity, emotion, needs, behavior theory, return on investment (ROI)

## INTRODUCTION

An individual member's (IM's) organizational behaviour is shaped by combinations of cognitive, social and biological forces, and various theories of behaviour now exist. Behavioural theory combinations, such as Social Identity Theory [41], Social Movement Framework [22], Socio-emotional Selectivity Theory [6], Dual Pathway models, and Hierarchy of Needs [28] explain an IM's organizational behaviour in this study. Currently IMs within an organization typically show a broader working age range distribution than they did in previous decades. For example gen x, gen y, baby boomers, veterans, and the digital generation demonstrate an age diverse workforce.

Social Identity Theory (SIT) suggests the IMs of an organization possess a sense of social belonging to an organization [41]. This sense of belonging arises through a communal valuing of or partnering with an organization. Through SIT, an organizational social identity is measurable by either category and/or by inter- and intra-comparison across the organization's active social networks. In -group out-group behavioural theory [41] approaches also apply to specific hierarchical levels within the organization [28].

Where IMs acquire a psychological connection to the organization and gain a sense of belongingness to the organization their social identity is enhanced [41] through unconscious comparisons and connectedness to others [41][14], both internal and externally with stakeholders.

This IM behavioural connectedness contributes towards organizational motivation (OM), and OM loops back to support the IMs belongingness perceptions of social identity connectedness within the organization [35]. When this organizational social identity connectedness is supported, OM presents connection pathways that enhance reputation, and actualises potential [28].

Similarly, belongingness perceptions of IMs are supported by levels of commitment and levels of opportunity [28] - with an IM's positive feelings enhancing their perceptions of the organization's reputation, while also priming the hierarchical perceptions that support their actualising potential. This behaviour is similar to opportunity and commitment conjointly supporting survival needs [28].

## LITERATURE REVIEW

### Organizational Social Identity

Motivational comparisons between elder and younger individuals show differing socio-emotional developments occur across the career-span. This also correlates with the perceived time left in an IM's career [7].

Similarly, social movement research indicates identity OM and cognitive ROI jointly influence social identity [22]. Hence this study assumes the IM's connectedness towards social identity with the organization and the IM's positive OM jointly influences the IM's organizational engagement. Similarly, social movement research indicates social identity is predicted by psychological dual pathways; based on collective identity OM, and based on cognitive ROI [22][32]. It is assumed therefore our feeling for our organization's social identity; an individuals' positive OM; predicts positive Organizational Engagement [32].

Social movement theory contributes to organizational engagement through steps towards, sustained participation and engagement [22]. To capture these aspects through organizational engagement this study analogises vision, goals, and mission.

Wright, Taylor, and Moghaddam [49] define organizational engagement as an IM's engagement in social activities any time that he (or she) is acting as a representative of the organization, and where the action is directed at improving the conditions of the organization as a whole. Thus 'vision' is the IM's intention to stay, 'goals' are the relationship bond between the individual and organization, and 'mission' is sustainable through the IM encouraging others to join, working on initiatives, serving on committees, and providing consultation.

Klandermans [22] links IMs development of motivation to engage to social norms and extrinsic rewards. Carstensen [6] argues organizational engagement behaves like chronological ageing development with emotion becoming increasingly salient as the individual ages. Here, elder individuals integrate positive social, psychological and cognitive recall, and so enhance their potential for positive social engagement.

Socio-emotional selectivity theory suggests elder individuals manipulate the organizations' social environment to increase the emotional climate, and this seems more prevalent towards the end of the career-span and as retirement approaches [6].

This tendency of elder individuals to influence the emotional climate of the organization's social environment also suggests the individual's motivation is mediated by the organization's social affective identity. This influence may occur across three discrete individual OM levels termed 'I (inter-individual perception), us (inter-organizational perception), and we (interpersonal uniformity perception)' [5][32][37][35]. Here, the elder individual in the organization can display their relationship with other members at an individual identity level, and/or at a relational identity level and/or at a social identity level [5].

### **Organization Motivation**

Lawler [24] argues an emotionally-affective process occurs across the continuous feedback loop between an IM's affective social identity and their positive organizational engagement. From an organizational attachment perspective, social identity pulls the IM's identity through a "me-to-us-to-we" connection, reflecting the need to belong with higher and lower order needs [28]. Within the IM, emotions generated across this feedback loop elicit significant social identity related feelings including: pleasure, displeasure, comfort, confidence, relation, enthusiasm, and sadness [24]. This interplay between the IM and their social interactions enables the IM to find meaning and understanding in their social relationships independent of their cost-benefit considerations (ROI), thus affectively motivating the IM [32].

Dual-pathway models exist for organizational collective action [22][33]. From social movement research, the costs and benefits (ROI) of IM and group participation, and collective social identity (OM) approaches, suggest both pathways operate independently [22]. Group members pursue external rewards and behave collectively, but each IM also follows their inner (inter-individual) obligatory pathway and enacts their (politicised) collective social identity [37].

Social identity theory [41] as the early approach to social identity later shifted towards self-categorisation theory [43]. Here self-interpretation processes mediated the transition from IM (behavioural) perceptions towards social (collective behavioural) perceptions and vice versa [19][20][32][43].

Based on Tajfel and Turner's [41] Social Identity Theory (SIT) this dual pathway model suggests the motivation to follow vision, goals, and mission is driven by two different methods of information processing [38][33]. The first SIT pathway is a cognitive, logical, time consuming, rule-based, processing system, and it functions with cost-benefit calculations as return-on-investment (ROI). This cognitive path is a controlled, conscious activation, which may be subjected to cognitive biases and prejudices [32].

The second SIT pathway is a heuristic, emotional, time saving, spontaneous, shorter processing mode and it functions as OM as an autonomous, unconscious activation, which stimulates principle accuracy [32](Simon, 2003). Simon argues each pathway can operate simultaneously in parallel and each is singly sufficient; or compensatory, for each other, yet both are unique predictors of social movement engagement [22].

Simon [32], Sturmer et al. [38], and Simon et al. [33] support a robust dual pathway model of organization engagement. However, these researchers do not find significant mediation or moderation effects between the pathways to organizational engagement (vision, goals, and mission). Nevertheless, literature does support an integrative psychological perspective of OM as a stronger predictor of organizational engagement when compared to the predictor ROI [46]. This research design is displayed through the framework model used in Figure 1.

### **Return on Investment**

ROI is defined as a cognitive cost-benefit calculation which engages the individual socially in an organization. Clary et al. [10] found each individual who volunteered calculate the personal benefits of doing so. Serving as a transactional exchange, ROI depends on tangible 'how can I benefit?' extrinsic reward opportunities aimed at meeting basic needs [36]. Transactional exchange models emphasise each individual responds to the organization with expectations of gaining resources they desire, and with a view to maximise their motivation of personal gain and to minimise their personal cost [34][44][48].

Clary et al. [10] found volunteers behave similarly to paid employees and they expect their volunteering benefits to exceed their effort - regardless of explicit, intrinsic or extrinsic motivation. This gain-loss transactional argument explains: individual willingness to help others [10][11][39][42]; group cooperation [45]; work motivation payoffs [18][47]; and goal setting theory [13][23][25].

ROI is analogous of social systems founded in marketplace perceptions that organizational engagement abound in an exhaustive ocean of possible information, knowledge and relationships. Through market conditions the organizations' social environment has become a commodity, thus "Life itself appears only as a Means of life" [17].

### RESEARCH MODEL

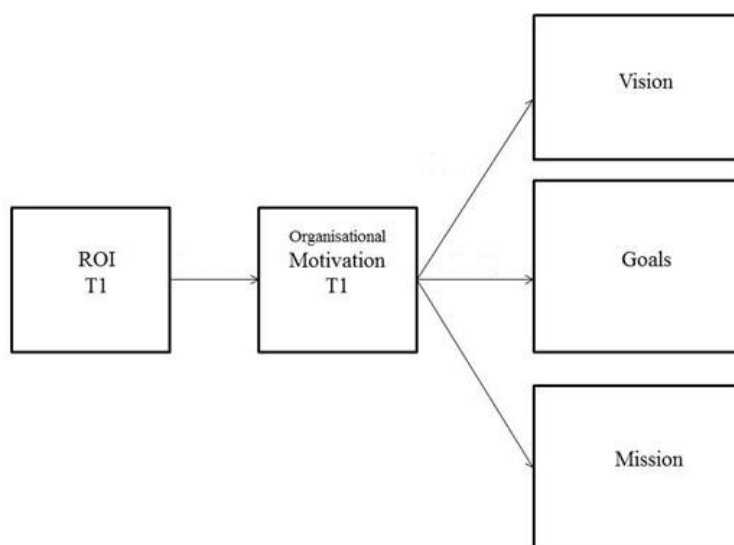


Figure 1. The Socio Emotional Engagement Model

The following hypotheses are proposed for examination:

*Hypothesis 1. The Dual Pathway Hypothesis suggests OM mediates the relationship between ROI and Organization Engagement on three levels of criterion: (a) goals; (b) mission; and (c) vision.*

*Hypothesis 2. A socio-emotional development effect (supporting the control variables age, education, career status, and years of membership) moderates the relationship between ROI and three criterion levels Organizational Engagement: (a) vision; (b) goals, and (c) mission.*

*Hypothesis 3. OM moderates the relationships between ROI and three criterion levels of Organizational Engagement: (a) vision; (b) goals; and (c) mission.*

### RESEARCH METHODS AND DATA ANALYSIS

#### Participants and Procedures

The survey design is theoretically based, empirically supported and psychometrically sound, demonstrating a science practitioner model. The on-line survey is advertised through the College of Organizational Psychologists by email invitation; and respondent data is used in this study to report membership trends back to the College and its members. Ethics approval is attained for the use of the data in this study.

The data is collected from College of Organizational Psychologists members, through an on-line membership survey. Members offer their consent when initiating the survey and when accepting a chance to win an Apple iPod. 239 members responded to the survey and 40 incomplete responses were removed. Using exploratory factor analysis a model of interest is presented for examination.

Table 1 summarises correlations between the final data set's (N=199) respondent demographics (age, gender, education, career status and years of membership) against vision, goal, mission OM, ROI.

Table 1. Correlations, Reliability, Mean, Standard Deviation of Control, Predictor &amp; Criterion Constructs

	1	2	3	4	5	6	7	8	9
Age (1)		0.11	0.74**	0.62**	0.02	0.17	0.33**	0.08	-0.07
Education (2)			0	-0.01	0.06	-0.02	-0.14	0.04	0.07
Career (3)				0.58**	-0.03	0.12	0.30**	-0.02	-0.15
Yrs Member (4)					-0.02	0.17	0.36**	0.07	0.03
Vision (5)						0.25**	0.12	0.40**	0.32**
Goals (6)						$\alpha=.94$	.044**	0.62**	0.46**
Mission (7)							$\alpha=0.86$	0.47**	0.26**
OM (8)								$\alpha=0.93$	.65**
ROI (9)									$\alpha=.084$
Mean	3.52	1.37	2.4	8.69	2.92	3.72	2.51	3.53	3.2
SD	1.18	0.65	0.92	7.51	0.27	0.74	0.95	0.93	0.74
(N=199)	** correlation significant at $p < 0.01$ level (2-tailed).								

### Measures

The constructs in this study emerged through exploratory factor analysis. The demographic variables (age, gender, education, career status and years of membership) act as control variables. A British Psychological Society study found these each influence member retention, participation and commitment.

The criterion constructs are developed across three levels of Organizational Engagement - vision; goals; and mission. This study's predictor constructs are - Return on Investment; and Organization Motivation, and these are developed to address the dual pathway hypothesis.

**Vision.** The vision subscale is measured with a one item scale adapted from the Tyler & Blader [44] Intention to Remain with the Organization scale (with coefficient alphas  $\alpha=0.94$ ). This item is adapted by including the membership organization name and scope. Responses are measured on a 3 point disagree, unsure or agree scale - using the question "In the next 12 months, I plan to remain a member of COP?"

**Goals.** The Goals subscale is measured with a five item scale adapted from the Mowday, Steers & Porter [31], Organizational Commitment Questionnaire (OCQ), and coefficient Alphas for this scale ranged from  $\alpha=.82$  to .93. Responses measuring the extent to which participants agree or disagree with statements about COP's goals and objectives are measured on a 5 point Likert scale ranging from 1 (Strongly disagree) to 5 (Strongly agree). An example item is "COP's goals and objectives are relevant and appropriate"

**Mission.** The Mission subscale is measured with a five item subscale adapted from Tyler & Blader [44] Cooperative behaviour subscale – with coefficient Alphas for this subscale ranged from  $\alpha=.76$  to .80. Responses on the extent to which members engage in cooperative behaviours are measured on a 5 point Likert scale ranging from 1 (Hardly ever) to 5 (Very often). An example item is "I have volunteered to work on projects, committees and/or initiatives for COP."

**Organizational Motivation.** The Belongingness subscale is measured with a five item belonging subscale adapted from the Mael & Ashforth [27], Organizational Identification (OI) scale; and an Affective Commitment subscale (measured with seven items) adapted from the Allen & Meyer [1] Affective Commitment (AC) scale. Coefficient alphas for these scales are  $\alpha=.74$  OI and  $\alpha=.85$  AC. Responses are measured on a 7 point Likert scale ranging from 1 (Not very much) to 7 (Very much) belonging; and on a 5 point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). These items are adapted from the original scale items to include College details – for example "How much do you feel strong ties with colleagues in COP?" and "I feel emotionally attached to COP".

Opportunity sub-scale is measured with a five item subscale adapted from the Tyler & Blader [44] Relational and Control scale. Coefficient Alphas for the opportunity sub- scale ranged from  $\alpha=.76$  and .88. Responses are measured on a 5 point Likert scale ranging from 1 (very dissatisfied) to 5 (very satisfied). An example item is; "I feel my opinions are taken seriously by COP".

Satisfaction subscale is measured with a ten item subscale adapted from the Clary et al. [10], Volunteer Function Inventory (VFI) career subscale and a five item VFI enhancement subscale. Coefficient Alphas for these scales are  $\alpha=.89$  career; and  $\alpha=.84$  enhancement. Responses of the extent to which participants agree or disagree with statements about the value of their COP's membership are measured on a 5 point Likert scale ranging from 1 (Strongly disagree) to 5 (Strongly agree). Example items include: "COP membership enhances my reputation among employers"; and "Membership lends credibility to work as an I/O psychologist."

**Return on Investment.** The Return on Investment (ROI) subscale is measured with six items adapted from the Volunteer Functions Inventory [10]. Coefficient Alphas for this scale ranged from .84, suggesting good reliability. Participants are asked to rate the extent to which they agree or disagree that their membership provides good value for money on a 5 point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). An example item is; “There is a good return on investment for COP membership.”

## RESULTS

### Assumption Testing

SPSS for Windows 16.0 is used to analyse the survey response data. The data is assessed, cleansed and checked for anomalies including errors related to data entry, survey responses recoded, missing values, outliers and assumptions of normality. The data set contains responses from 239 participants. Frequency descriptives show 32 items held above 5% of missing values. A total of 40 respondent cases are deleted, hence (N= 199).

Cases with less than 5% missing data are replaced using SPSS missing value replacement procedures. Assumptions of normality, linearity and homoscedasticity show all 199 cases and all variables meeting assumptions.

A preliminary multiple regression analysis screens variables through residuals. No consequential violations of normality and homogeneity of variance are observed. None of the predictor constructs correlated above 0.7. Thus multicollinearity is not been a problem in this study. Descriptive analysis reveals the means score, standard deviation, skewness, kurtosis and standard error for each construct and are detailed in table 1.

### Analysis

Exploratory Factor Analysis determines which items may be developed into scales and subscales for the current study. Forty nine items load under Principal axis factoring method with varimax rotation and an eight rotation matrix construct extraction emerges. These explain 66% of the variance.

Means, standard deviations, inter-correlations and reliability coefficients are presented in Table 1. A path analysis (controlling for age, education, career status and years of membership) is developed to determine the effect of Return on Investment (ROI) on Organizational Motivation and Organizational Engagement criterion constructs (Figure 2). The dual pathway hypothesis is tested using mediated hierarchical regression. To further test hypothesis for social development effects, the control variables (age, education, career status and years of membership) are moderated with ROI and OM using moderated regression analysis.

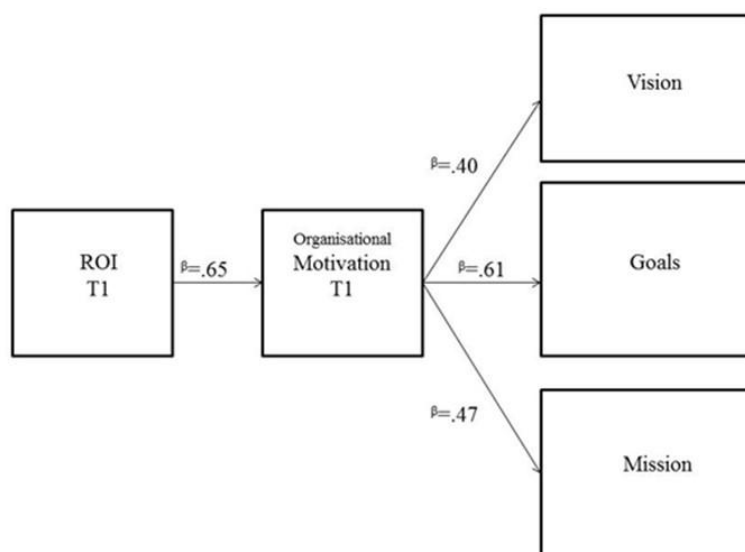


Figure 2. Path Analysis - Standardised Beta Weights for Organizational Engagement

### Mediation Models

The Dual Pathway Hypothesis is tested under mediated hierarchical regression. Steps to establish relationships among the follow Baron and Kenny [3]. This study tests whether Organizational Motivation (OM) fully mediate the relationship between Return on Investment (ROI) and each level of criterion construct - vision, goals, and mission (controlling for age, education, career status and years of membership).

Testing for mediation involves three steps [3]. First, the predictor construct must predict the criterion construct when the mediator is not included. Second, the predictor construct must predict the mediator. Third, when the predictor and mediator variables are both included in the regression analysis, the mediator and not the predictor construct predicts the criterion construct. If the

predictor construct no longer significantly predicts the criterion construct when the mediator is controlled then complete mediation has occurred.

Following Baron and Kenny [3], this study explores the mediated regression models for each level of criterion construct and summarises its findings in Table 2.

Table 2. Mediated Hierarchical Regression - OM Mediating ROI against Vision, Goals, Mission

	$\beta$	$R^2$ adj	$R^2$ change	F $\Delta$
<b>Criterion Variable: Vision</b>	0.10	0.14	0.01	0.27
Step 1 – ROI	0.32	0.08		
OM	0.40	0.14		
Step 2 – ROI x OM	0.70	0.42		
<b>Criterion Variable: Goals</b>	0.13	0.40	0.01	0.07
Step 1 – ROI	0.50	0.30		
OM	0.61	0.39		
Step 2 – ROI x OM	0.65	0.42		
<b>Criterion Variable: Mission</b>	0.00	0.35	0.00	0.99
Step 1 – ROI	0.30	0.23		
OM	0.47	0.36		
Step 2 – ROI x OM	0.65	0.42		

### Moderation Regression Analysis

Moderation regression analyses are conducted to investigate whether a career social development hypothesis may be supported. Baron & Kenny [3] argue this is desirable if the moderator variable is uncorrelated with both the predictor and criterion constructs. The demographic variables (age, education, career status and years of membership) may therefore function as moderator variables and influence the relationships between the predictor constructs – ROI, and OM, and the criterion Organizational Engagement constructs - vision; goals; and mission.

Moderation first tests the predictor x moderator. An SPSS transformation multiplies ROI (mean) x age (mean). Regression of ROI, age, and ROI x age against vision checks if ROI x age shows age having a significantly negative moderation of the relationship between ROI and vision  $\beta = -.20$ ,  $t(193) = -2.26$ ,  $p < .05$ . Similar moderation regression analyses shows Career status as significantly negatively moderating the relationship between ROI and vision  $\beta = .280$ ,  $t(193) = -3.16$ ,  $p < .01$ , and Career status significantly moderating the relationship between OM and vision  $\beta = .244$ ,  $t(193) = 2.77$ ,  $p < .01$ . Years of membership also significantly negatively moderates the relationship between ROI and vision  $\beta = -.24$ ,  $t(193) = -2.43$ ,  $p < .05$ , and OM significantly negatively moderates the relationship between ROI and vision  $\beta = -.365$ ,  $t(193) = -5.69$ ,  $p < .000$ . Lastly OM significantly moderates the relationship between ROI and mission (T1)  $\beta = .211$ ,  $t(193) = 3.26$ ,  $p < .001$ .

### DISCUSSION

This research seeks to examine the data for socio-emotional generational gaps, and looks for an emotional regulatory intersection [6]. It measures an Organizational Engagement dual pathway model, using the constructs of OM and ROI, and three criterion constructs - vision, goals, and mission. The influence and mediation effects of OM on the relationships between ROI and the criterion Organizational Engagement constructs - vision, goals, and mission is found to be significantly meaningful in terms of understanding an inter-generation socio-emotional regulatory intersection.

OM is found to serve as both a mediating variable and a moderating variable that helps identify the strongest pathway predictor of three levels of Organizational Engagement. The demographic variables serve as control variables and they moderate the constructs sequentially; supporting a career-span emotional development effect through identifying an emotional regulatory intersection [7].

Using a dual pathway model to determine three levels Organizational Engagement - vision, goals, and mission, this study contributes a unique understanding of OM and proposes a theory of inter-generational integration [22]. The results are unique and have never been previously found or supported. Therefore literature support remains limited. Interpretation and conclusions of these results draw upon the theoretical possibilities of supporting research and theories.

Mediated hierarchical regression results confirm OM is the stronger predictor of Organizational Engagement on the three levels of criterion constructs - vision, goals, and mission - thus influencing how we think about ROI.

## IMPLICATIONS FOR RESEARCH

### Theoretical Implications

Age; career status; and years of membership influence the relationship between ROI and vision, while career status moderates the relationship between OM and vision - indicating the Elder members held the vision of influencing the mission stronger than the Younger members who thought more about cost benefits ROI. These findings indicate ROI likely influences a Younger members decision to engage with the mission, whereas the Elder members tend to engage based on their past experience.

OM is more likely to influence Elder members' decision to engage with the mission through the strength of their desire for the social identity [41]. These results are consistent with socio-emotional selectivity theory of an emotional regulatory intersection (the realisation of time left in their career theory). Therefore, understanding the levels of individuals' identity and how the individual connects with experience can help transform the psychological through the social [32]. Future research may consider how transformational interventions might be tested on this OM model.

ROI and OM both predict three levels of Organization Engagement - vision, goals, and mission. The interplay between these three variables is analogous of the connection between human consciousness, feeling and action [16]. Ekman [15] explains the dual process as two minds: the emotional mind; and the rational mind. The emotional mind is a faster processor than the rational mind - actioning before thinking about what the individual is doing. An example of this may be the emotional reaction of anger causing road rage behaviour, before the rational mind establishes the danger in doing so.

The appraisal of the need to act is facilitated by a primary emotional response at an interval of thousandths of a second prior or thought [15], and is also consistent with OM being a stronger predictor of Organizational Engagement than ROI. Ekman [15] explains that when the emotion is strong, the response is obvious, such as the previous anger example. When the emotional response is unconscious (due to the 'association' with a cognitive memory), the 'association of the emotion' symbolises the reality of the past in the present, not objective reality - thus enacting a new reality. In following this logic OM is analogous of the emotional mind mediating the relationship between ROI (the rational mind) and Organizational Engagement (the action), that we find support for objectivity.

The emotional mind establishes collective values, beliefs, norms and assumptions (culture) as subjectivity, dependent upon past unconscious recollection (memory). According to Socio-emotional Selectivity Theory, the moderation results support the socio-emotional selectivity theory that the interaction between emotion and cognition serves as an emotional regulator [9]. OM predicts Organizational Engagement developmentally across the career-span, through the increasing salience of emotional regulation [6]. Thus, OM functions as an unconscious emotional regulator and through positive emotional arousal typically based on an individuals' social identity unconsciously finds understanding and meaning in the Organization through values, beliefs, norms and assumptions [22].

In discussing the demographic moderation effects that influence ROI and vision; and OM and vision, we note only age, career status and years of membership variables are influential. Socio-emotional selectivity theory supports emotional regulation as a career-span development effect and helps understand the implications of these moderation results. These moderation results support the existence of an inter-generational career development effect that acts across the career-span, and support that age, career status and years of membership do influence the OM and ROI constructs as predictors of Organizational Engagement. Therefore the results found in this study can be viewed as genuine socio-emotional career-span development effects [6].

### Practical Implications

The OM construct has development implications that may be leveraged in organizations to motivate human potential. In terms of utilizing the OM construct as a motivation for emotional regulation and engagement, the career-span development perspective confirms the potential for manipulation and development [8][9].

Klandermans [22], Simon [33][32] and Sturmer et al. [37] support the robustness of the social movement dual pathway model used in this study and confirm its generalizability to other groups and across nations. This profession based College member study provides support for a career life-span and individual member development perspective around connection to the organization. It is therefore anticipated that these findings may support a theory of Inter-Generational Integration Development.

Current organizational challenges in the workplace include inter-generational differences and ageing workforce. With the largest generational group, the baby-boomers currently set to leave the workforce, organizations are challenged by the shortage of talent and leadership potential. As OM is an organizational construct like Maslow's hierarchy of needs, it may be manipulated and developed in individuals to actualise human potential. As a strategy for attracting and developing talent to gain Organizational edge, OM has the potential to motivate, engage and develop employees and may be used as a leveraging tool for understanding individuals and developing tomorrow's leaders.

## CONCLUSION

In conclusion, the current research contributes to the limited literature in the field of career-span motivational differences. The motivational differences between Elder and Younger individuals over the career-span are correlated with Organizational Engagement. This proposed theory and model are supported by Socio-emotional Selectivity Theory, Social Identity Theory, Social Movement Framework, Dual Pathway models, and Hierarchy of Needs. The argument is presented that a socio-emotional regulatory intersection is responsible for the inter-generational motivational gap, and this is explored over three criterion levels of Organizational Engagement: vision, goals, and mission. The predictor constructs OM and ROI were used to explain dual pathways. Participants (N=199) from the College of Organizational Psychologists completed a survey and responses displayed strong reliability and validity. The statistical findings support the inter-generational regulatory intersection with OM serving as both mediator and moderator of the relationships ROI holds with three levels of Organizational Engagement: vision, goals, and mission.

This new research contributes to the relatively unexplored field of socio-emotional regulation in organizational context, and OM as a hierarchical engagement tool. Results suggested OM has manipulative properties – both individually and collectively, and can help bridge inter-generational motivational gaps. OM has practical implications when developing strategies to attract and develop talent, and to better integrate generations in the workforce. It also may offer some potential in the provision of organizational competitive edge.

As a construct OM may benefit from further manipulative testing into a leveraging tool targeting the understanding of individuals and developing tomorrows' leaders. Beyond the scope of this study, more comprehensive longitudinal research may also provide a promising direction for OM when targeting developing human potential and when targeting increasing Organizational Engagement.

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